

**BY ORDER OF THE COMMANDANT
AIR WAR COLLEGE (AWC)**

Air War College Handbook 36-3



19 April 2012

Personnel

**AIR WAR COLLEGE DISTANCE LEARNING
STUDENT HANDBOOK**

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Air War College



Distance Learning Student Handbook

19 Apr 2012

DEAN'S WELCOME

On behalf of the Commandant and all of us at the Air War College, welcome to the AWC Distance Learning program. The curriculum is intended to sharpen your critical thinking skills as well as broaden your perspective and inform your thinking on the countless challenges we continue to face in a resource-constrained environment. I believe you will find this program to be informative, thought-provoking and challenging.

Although we will do our best to provide you the opportunity to learn and think at a higher level, it is incumbent upon you to put forth the effort to make the most of your AWC Distance Learning experience.

What you do for your service or agency and our nation is of vital importance. Therefore, my faculty and I value your feedback as well and look forward to working with you in making this as productive and enlightening as possible. Congratulations and best of luck in the program!

MARK J. CONVERSINO, Ph.D.
Dean of Faculty and Academic Affairs
Air War College

WELCOME TO AWC DISTANCE LEARNING

Welcome to Air War College, the senior level of Air Force professional military education. I congratulate you for taking this important step in your professional development.

The Air War College Distance Learning Department (AWC/DEN) is pleased to offer what I believe to be a challenging and relevant program to help you improve your professional knowledge and enhance your ability to articulate issues associated with being a national security professional and a senior leader. Our goal is to help you improve critical analysis as well as your ability to articulate, in writing, succinct, comprehensive and accurate accounts involving strategic-level issues.

The distance learning curriculum reflects topics and learning areas as directed by the CJCS Instruction 1800.01D Officer Professional Military Education Policy. This program uses various modes of assessment, which include a combination of multiple choice and essay exams, simulation and a personal development plan. While answering each desired learning objective (DLO) will certainly help prepare you for the exams, your attention should be focused at the strategic level as you seek to synthesize the concepts presented in the materials.

The Alpha Course within Blackboard provides additional materials you will find useful in completing the course and in your ongoing professional development. Although this program does not award a master's degree or Joint Professional Military Education credit, the course work is at the graduate level.

You are expected to make continuous progress in the program once enrolled. Therefore, please do not start unless you are prepared to devote the time needed to complete the program. The program consists of a total of five courses (one elective and four core courses). While the program is flexible, you must complete it within 36 months of your initial enrollment date.

Although the list of required courses will not change in the foreseeable future, the course content and deliverables are likely to change during the time you are enrolled. We will provide notice to you prior to implementing any changes. Watch the announcements page and look for my e-mails for information.

It is essential you review this handbook and the “Student Orientation and Current Issues” course in Blackboard before you start any coursework. The introduction sections for each course will also help answer any questions you might have. Additionally, our faculty consists of subject matter experts who are here to help guide you through the curriculum. Because the Distance Learning team continues to explore better ways to deliver course materials to you, any suggestions you may have are welcomed.

Let me be very clear. Use of unofficial study aids, sometimes referred to as “Dirty Purples” or “Gouge,” is prohibited. I also want to emphasize two areas regarding Academic Integrity: Plagiarism and Misrepresentation. UCMJ actions may be taken against students for violating academic integrity. Chapter 3 of this handbook provides detailed guidance on these subjects.

Once you have completed this program, you will have an enhanced understanding of how the US national strategy translates into actions in the battlespace, and be able to clearly and concisely articulate how air, space, and cyberspace power fit into that battlespace as part of the joint team.

Best wishes for your success in AWC Distance Learning and in your professional career!

DAVID L. COOL, Colonel, USAF
Associate Dean of Distance Learning
Air War College

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Chapter 1

Air War College Overview/Description and Roles

Air War College Mission

To prepare students to lead in a joint, interagency and multinational environment at the strategic level across the range of military operations; to develop cross-domain mastery of joint air, space and cyberspace power and its strategic contributions to national security; and to advance innovative thought on National Security, Department of Defense and Air Force issues.

Air War College Distance Learning Program

The AWC Distance learning (DL) program is a Senior Developmental Education (SDE) program. The program consists of registration and an academic curriculum, including one elective and four core courses and provides the following:

SDE Credit

Air Force officers earn SDE credit upon completion. Sister-service students must contact their personnel office to determine if credit is awarded for successfully completing the DL program. Civilians must contact their personnel office to ensure their records are updated to reflect graduation status.

Graduate Credit

The American Council on Education (ACE) may recommend some graduate credit hours for completing the program. For specific details, refer to their web-based application at: <http://www.militaryguides.acenet.edu/>. The final decision on how many credit hours you can transfer rests with your school.

Reserve Points

The Air Reserve Personnel Center (ARPC) determines USAFR retirement credit points based on the study hours for each course. If enrolled as an ARC component student, study hours will be automatically sent to ARPC after you complete each course. Study hours vary by course and may be found in AUSIS. General information on points is available at the AFRPC website (<http://www.arpc.afrc.af.mil/library/factsheets/index.asp>).

Methods of Study

The DL program is designed as a self-study program utilizing a paperless curriculum. All readings are available electronically and in several eReader formats. Student-led or mentor-led seminars are available and encouraged.

Self-Study

This is the preferred method for most students and is the typical correspondence course method as you can proceed at your own pace instead of the pace of a group. As a guide, students should complete 2-3 courses per year at a minimum.

Seminar

All seminars must be officially designated as seminars by DL (see Chapter 3 for details). A student-led or mentor-led seminar consists of 4-15 students who meet regularly in person, online or via other methods to exchange information and enhance learning through interaction. Times and methods of meeting are set up by the members of the group. Online seminars and directions for advertising a seminar are available via the AWC Blackboard (Bb) program. Please reference AWC Bb for information.

Student Role

As a DL student, you are responsible for accomplishing this mission through the DL online curriculum and DL faculty support. Your goals, preparation and pacing will directly affect what you take away from your DL experience. Your goals will set the tone for everything you do and provide a personal milestone for measuring your progress. Academic preparation will enable you to critically analyze course materials and successfully complete end-of-course assessments. We urge you to take advantage of multiple tools available to you in the Alpha course. They will help ensure you gain the most from this program.

All video lectures are covered by “academic freedom.” This freedom protects our lecturers’ ability to freely present highly prized and protected viewpoints, and you can expect to hear divergent views. If you are in a designated seminar, feel free to discuss the content of these lectures within the seminar. However, respect the views and the identities of the lecturers when discussing outside of the DL program.

Finally, DL is a military program. Your responsibility in the program is to complete your own work and abide by all the facets of academic integrity as outlined in [AUI 36-2309, 22 Aug 08](#).

Faculty Role

Instructors are here primarily to monitor/update curriculum, advise students, grade exams and provide feedback. Instructors will update the curriculum as required to help ensure all material is current and relevant to the maximum extent possible. Additional articles/videos will be added to courses in the “Additional Resources” tab in Bb. These are not mandatory, but will provide more current information between curriculum updates.

Chapter 2

Program Details

Enrollment

Do not enroll unless you are confident you can complete the program within the 36-month limit. The 36-month program time begins at the time of your first enrollment in the program. Military personnel can enroll in AWC via the Air University Student Information System (AUSIS) at <https://ausis.maxwell.af.mil>. Eligible civilian personnel must contact AWC/DEN to accomplish their enrollment. International students, both military and civilian, must contact the AU Registrar's office for eligibility prior to enrolling.

Program Requirements

You are required to complete the following to receive program credit:

- Student Orientation Course (Student Handbook and Current Issues Acknowledgments)
- One elective
- Four core courses

Student progression can be tracked via the AUSIS student record. Once enrollment is complete, an e-mail will be sent to the address you provided. Keep your e-mail address current as this is our primary means of communication.

Please check the website and the announcements section of Bb to obtain the latest information on updates and changes to the program.

Curriculum

You can complete the program in 25 months if you acknowledge the handbook/current issues within 30 days, and finish each course in 4 months (8 months for ISS). This pace will allow for completion of the program within 36 months with leeway for unexpected occurrences.

DL works closely with the in-residence faculty to update the distance learning curriculum. Courses are updated annually, one course at a time, in synch with the in-residence curriculum. When the new course is available, the old course will remain active for 6 months to allow students already enrolled to complete that course. At the end of 6 months, students who have not taken the old exam or switched to the new version will be automatically enrolled in the newer course.

Elective Courses

The elective course supports and expands upon selected topics and objectives found in the core curriculum. Electives offer students an opportunity to gain additional knowledge and expertise in subject areas only briefly covered in core courses. Additionally, electives enhance and complement the core curriculum by providing opportunities to achieve greater depth and breadth of understanding in issues of special interest. Students should pursue electives that will broaden their knowledge rather than choosing electives that are in their area of expertise, i.e., those with space backgrounds should not take the space operations elective.

The two categories of electives are non-language and language. The non-language electives consist of 10 lessons with approximately 50 pages of reading per lesson. The language elective is subject to license availability. Only licenses obtained through AWC/DEN, which are limited, may be used unless pre-coordinated with us. Language course completion is currently based on progress through the Rosetta Stone® program.

Elective course descriptions and the Rosetta Stone® application/information are located in Bb under Course “1. All Electives.” Elective course content is also located in Bb. Upon successful completion of an elective, you will be enrolled in the first core course, Foundations of Strategy. Elective availability may change as electives are added, deleted or updated.

Core Course Descriptions

These courses provide the primary curriculum for this program and mirror the courses offered in the resident program. The courses are built around objectives and supported with lessons. The lessons establish DLOs and are supported with questions for study. The format consists of readings, videos and a simulation.

Foundations of Strategy (FS)

The goal of the FS course is to develop senior leaders who can ethically develop and evaluate strategy in the pursuit of national interests. This development is achieved by examining various theorists’ concepts and how they have been applied to conflicts throughout history to include today’s military operations. This course explores the impact of air power on national and military strategy concluding with a look at the challenges of Information-Age Warfare. This course will serve as your foundation for study in other courses that examine the national security decision-making process and the application of military power as a means to attain national objectives.

International Security Studies (ISS)

The ISS course explores the process for developing US security strategy and policy and the use of the national instruments of power that support them. The course also evaluates current US national security strategy and interests regarding state and non-state threats and the roles of the instruments of power in countering those threats. A strong focus is placed on the national security decision making process by assessing the role and impact of elements such as civil-military relations, the interagency process, Congress and public opinion in policy development and execution. Growing and emerging security concerns are also addressed, specifically those beyond the military capabilities of state and non-state actors (e.g., energy security, environmental security, migration, population growth, etc.). The course uses a comparative approach to examine the political and economic elements of actors and their impact across a wide range of global issues. Emphasis is placed on assessing the relationship between efforts to democratize states, economic development, national/international security and international order. Finally, the course analyzes power politics on a region-by-region basis noting the impacts of these regional issues with regard to our US National Security Strategy.

Warfighting (WAR)

The WAR course prepares senior officers to deploy, employ and control joint forces across the spectrum of conflict. The course emphasizes the employment of air, space and cyberspace forces as they contribute to the joint, combined or coalition environment in support of the National Military Strategy. The course explores the best ways to present, plan and control military resources (US and coalition) as they serve the unique requirements of the combatant commander. The course analyzes the strategic implications of emerging warfighting concepts (sister service, Global Strategic Operations, logistics and Special Operations) that include planning for and evaluating future asymmetric threats to the US experience and expectations. It also examines one’s efforts from the opposing perspective. The course also looks at the friction between joint and service operational concepts as applied to the employment and control of air and space power.

Joint Strategic Leadership (JSL)

The JSL course introduces the competencies and awareness needed to understand strategic leadership. The course examines senior leadership competencies required to be successful in today's complex, multicultural, expeditionary warfighting environment. The course focuses on acceptance of responsibility, accountability, command, moral values and awareness of the strategic environment in order to meet strategic and senior leader challenges involved in leading large complex organizations. The course includes Visual Expeditionary Skills Training (VEST) to provide cultural awareness and familiarization via simulation. It is designed to develop an understanding of the dimensions of culture and other group dynamics in a realistic setting and how those may impact operations and senior-level decision making.

You must nominate a mentor (O-6 or civilian equivalent) before you start the Joint Strategic Leadership (JSL) course. The mentor does not have to be in your chain of command. Please wait until you are enrolled in JSL to nominate a mentor. The Personal Development Plan (PDP) will be developed with/evaluated by your O-6 (or O-6 equivalent) mentor. Once your mentor is satisfied with the product, they should attach the PDP to an email with the following text:

I am Lt Col (Name)'s mentor. I have discussed his/her personal development plan in detail, including the sections on self-assessment, personal goals, professional goals, professional development, reflection and critical thinking as listed in the Personal Development Plan guide. Based on the written personal development plan and our related conversations, I recommend passing Lt Col (Name) on the personal development plan portion of the Joint Strategic Leadership course.

The e-mail must include a full signature block with rank or grade and must be sent to: awc.dl@maxwell.af.mil. Additional information can be found in Bb.

Core Course Materials

Students will have access to all course material via the Bb website as this is a paperless curriculum. Students having a valid need for paper copies of books must print their own. The combined course material files located on Bb facilitate downloading and printing, as well as studying the material. This paperless curriculum decreases costs and more importantly facilitates timely curriculum updates. Readings are available in .pdf, .azw and .epub formats to accommodate multiple eReaders.

Exams

The electives have a multiple choice exam. For the core courses, you will be expected to demonstrate mastery at the application and analysis levels of learning. Therefore, core courses use an essay format on the exams. These higher levels of cognitive learning require in-depth knowledge, and consequently, a different kind of preparation for exams; one that goes beyond simply memorizing course materials. The most critical element of evaluating answers to exam questions is whether the question and all its parts are fully answered and whether the student has sufficiently analyzed the topics introduced in the question (45% of the exam grade is content and support and 45% of the exam grade is based solely on critical analysis and evaluation, 10% organization and writing).

Be sure to prepare adequately before taking an exam, as you are allowed only two attempts per course enrollment to pass an exam. Contact student operations if this becomes an issue. Simulations and multiple-choice exams are also used as assessment tools. The Alpha Course contains several sources to help you prepare for the writing exams (i.e., USAF Academy Executive Writing Course).

Chapter 3

Policies and Guidelines

Timelines

You must be aware of two dates: 1) Rosetta Stone® due date (if applicable) and 2) overall program due date.

1) If accomplishing the language elective via Rosetta Stone®, the student must complete the course within 6 months of enrollment in the course. If 6 months is exceeded, a failing grade will be given and an automatic disenrollment will occur. Due to limited licenses, a student may not re-enroll in the Rosetta Stone® Elective and will be required to pick a different elective. For all non-language electives, it is *recommended* you complete them within the first 6 months of enrollment in the program.

2) The program due date is 36 months from the date of first enrollment. If a student does not complete the program by the due date, the student will be disenrolled. The overall program due date will remain the same regardless of subsequent re-enrollments due to academic or administrative elimination. Following a second elimination, the student's rater must provide written justification to allow a 3rd enrollment. The required completion date for the entire program (36 months from initial enrollment) will not be reset.

As a guide, AWC/DEN recommends students complete *at least* two courses per year. While not mandatory, failure to accomplish at least two courses per year makes completion of the program increasingly more difficult. Have a plan and stick to it as closely as possible.

Promotion boards/desired graduation dates are recurring issues for many students. Course work must be submitted early enough for grading and posting in time to affect pre-board activities. Students should submit all assignments at least 3 weeks in advance of any due date to allow sufficient time for grading. For significant Air Force-wide events, we will attempt to post relevant notices on the Bb home page. Do not delay AWC completion until just prior to a significant career event. AWC does not have the manpower to accommodate hundreds of last minute submissions.

Grades

AWC/DEN has an extremely high student-to-instructor ratio and periodically the number of students taking exams surges. During these surges, exam turn-times may be as much as 3 weeks. Please do not call about an exam until at least 3 weeks has passed.

The table below provides broad grade definitions. The grading rubric used to evaluate answers is located in the Alpha Course on Bb.

Grade Definitions			
Unsatisfactory	Satisfactory	Excellent	Outstanding
The level of understanding is not sufficient for meeting desired objectives. Well below fully satisfactory. Improper or incorrect documentation. Inadequate critical analysis and support. Cheating, plagiarism or violations of academic integrity.	Demonstrates an acceptable understanding of the concepts denoting mastery of the learning outcomes. Fully satisfactory. The assignment is logical, factual, well supported and covers the main points.	Demonstrates a high level of understanding and mastery of the learning outcomes. Quality of the assignment is original and innovative. Effective analysis and application of course concepts.	Demonstrates an exceptional level of understanding and a superb mastery of the learning outcomes. Quality of content, organization and critical analysis are clearly superior. Superb analysis and application of course concepts.

Grade Appeal Process

A student has a right to expect thoughtful and clearly defined approaches to course and project grading, but individual approaches to grading are valid. Students may appeal the grade they receive only if they believe a grading error occurred. To allow time for students to carefully consider instructor comments, students must wait 24 hours after grade notification prior to initiating an appeal.

Procedure:

Students will first discuss their grade with the grading instructor. In some cases, this may have to be accomplished via e-mail. The student then has a 5-day window to initiate an appeal. Therefore, appeals must be initiated within 6 duty days of the grade notification via e-mail to awc.dl@maxwell.af.mil. The e-mail must include specific justification for the appeal. Appealing because you don't like your grade is insufficient justification and will be rejected. If a valid appeal is received, two other instructors will review the graded event and determine an appropriate grade. Results of an appeal should be returned to the student within 10 duty days of the request via a simple feedback stating whether or not the grade was changed and why—a detailed rubric will not be provided. The appeal process may result in raising, lowering or sustaining the grade. A subsequent appeal may be submitted to the AWC Associate Dean of Distance Learning.

Suspensions

When a student enrolls in AWC distance learning, he/she has 36 months to complete the program. Some students complete the program in as little as 12 months. A more reasonable timetable for completion is 25 months. The 36-month timetable provides students flexibility to accommodate professional and personal obligations. We do understand some students will face circumstances that may dictate an extended absence (up to 24 months) from the AWC program. Therefore, the student may request a one-time suspension of enrollment for up to 24 months. Viability to complete the program will be evaluated when a suspension is requested. Specifically, the student must have at least 3 months per course remaining on their original 36-month timetable to be viable for a suspension.

Procedure:

If a student's professional or personal circumstance precludes dedicating time to their DL studies for an extended period, the student may request a suspension of enrollment. Requests with a valid reason and supervisor endorsement will be submitted to the student's AWC instructor. The AWC Associate Dean of Distance Learning is the final approving authority for student suspensions.

During the suspension, the 36-month clock will be stopped, but will not be reset. When a student re-enrolls after a suspended enrollment, the time remaining to complete the program will match the time remaining when the suspension was requested. Suspensions will not be retroactive and will be based on the date of request from the student. Students will only be granted one suspension during their program.

Extensions

If a student has exceeded/will exceed the program due date, AWC/DEN will consider one 12-month extension if the student has *at a minimum* completed the Elective and Foundations of Strategy courses.

Procedure:

- The student will meet with his/her rater to discuss job workload, course workload and their gameplan/timeline for completing the program.

- The rater will send a recommendation e-mail to awc.dl@maxwell.af.mil with the gameplan/timeline, stating he/she has discussed the job and course workloads with the student, and the rater feels confident the student can complete the program within the 12-month window.
- The student will provide quarterly updates to his/her rater and AWC/DEN, stating they are on track with the planned timeline. If behind the timeline, the student will provide a revised plan to complete the program in the remaining months of the extension.
- The student must ensure AWC/DEN is informed if his/her rater changes.

Note: There will be no additional extensions allowed. If this 12-month extension is exceeded, the student will be permanently disenrolled from AWC Distance Learning.

Academic Integrity ([AUI 36-2309, 22 Aug 08](#))

Integrity is a cornerstone of the military profession and one of the USAF Core Values. Within the academic environment, it is important to ensure graduates are skilled in the areas prescribed by Joint and Air Force directives and to preserve the validity of the assessment program. Air University Instruction 36-2309 defines academic integrity as: “Uncompromising adherence to a code of ethics, morality, conduct, scholarship and other values related to academic activity.” As a student in this program, you are now responsible for adhering to these standards. It is important to understand the student will be responsible for securing the test and that **our ability to continue to offer open-book exams depends on student compliance** with the following information regarding test security.

UCMJ and other adverse actions may be taken against students violating these standards.

- Collaboration and discussion in an established seminar, by a legitimate seminar member, is highly encouraged, but each member is expected to do his/her own work.
- Students are forbidden from discussing exam questions and answers with anyone other than AWC/DEN faculty, including exam references in course content or study materials.
- Take-home exams must be destroyed/deleted NLT 6 days after receiving a final grade. This includes deleting the files in your “Recycle Bin” on your hard drive or any other storage media, as well as the “Inbox,” “Deleted Items” and “Sent Items” folders on your e-mail program. No forms of the exam should exist outside of AWC/DEN after 6 days!
- You are forbidden from collaborating with other students on any written assignment or exercise. Aside from your JSL mentor, all assignments are individual efforts and must be accomplished without help from anyone.
- Any feedback from DL instructors is also considered privileged information and subject to the same protections as exams.

Cheating

The act of giving or receiving improper assistance such as, but not limited to, copying answers from another’s exam, copying from your own previous exam, using references not authorized for use during exams or other assigned work, knowingly permitting another to copy your work or answers from an exam and collaborating with other persons on individual assignments, except as permitted, constitutes a violation of academic integrity. Unauthorized discussion, disclosure or possession of exam questions is a violation of Article 92, UCMJ. Exam questions may be discussed only with AWC personnel.

Misrepresentation

The act of making an assertion to intentionally deceive or mislead. Misrepresentation may be an oral or written statement that is misleading or deceiving and meant to be so; for example, false reporting. Students enrolled in a course, who have previously taken the same course (or a variant of

it), and attempt to resubmit papers or other work in fulfillment of a current assignment while disguising the fact that it is a resubmission, are guilty of misrepresentation.

Plagiarism

The act of appropriating the literary composition of another, or parts or passages of another's writings, other ideas or language of the same, and passing them off as your own product. You must properly cite quotations or paraphrased passages within any written work submitted to the AWC. There is guidance in the AWC Bb for appropriate citing of sources. Distance Learning employs plagiarism software to determine the level of directly quoted material for all submissions to correctly assess the unique contribution from the student.

Graded Assessment Compromise/Suspected Violations

Normally, local authorities will investigate alleged incidents. Should the AWC learn of any suspected violation of academic integrity involving graded assessments, the AWC will report the details to AU/JA and the appropriate commander for investigation. If the commander determines a violation of academic integrity occurred, he or she may take appropriate action. Additionally, you may be implicated in a violation of academic integrity simply by having knowledge of another's violation and failing to report it. Individuals found guilty of academic integrity violations are also subject to sanctions imposed by the AWC Commandant. The commandant can remove PME credit from one's record, as well as, bar a student's from participating in future PME opportunities.

Prohibition on Unofficial Study Aids

The AWC Distance Learning program is, at its core, an individual effort. Therefore, the use of unofficial study aids, including study aids sometimes called "dirty purples," "gouge," "crib notes," etc., is prohibited. Any closed-book exam should be taken without any outside materials available.

According to AUI 36-2309, students who use unofficial study aids will be "subject to adverse administrative action, including disenrollment and expulsion from school, disciplinary action and discharge from the service. U.S. military members may be prosecuted under the UCMJ. Violations by civilian employees may result in administrative disciplinary action without regard to otherwise applicable criminal or civil sanctions for violations of related laws."

Designated Seminars

The only exception to the prohibition of study aids is notes made by seminar members may be shared within that designated seminar. To be a designated seminar, a group must meet all of the following:

- The group must choose a facilitator. The facilitator may either be one of the student members or an O-6 mentor.
- The group must identify to AWC/DEN the names of the facilitator and all seminar members.
- The group must contain between 4 and 15 students and may be geographically separated.
- Group members may create and then disseminate their personal notes and discuss course material provided they have not personally taken the test for that course.
- Groups must be in the same course. It may take a few weeks for all seminar members to test, which will result in short periods of time when seminar members may be spread across two courses. However, in no case may seminar members be spread across three courses.

Academic Freedom ([AUI 36-2308, 22 Aug 08](#))

Courseware may include candid lectures and articles from senior leaders across the DoD and other departments and agencies. These leaders consent to distribution of their lectures because they are assured their comments will be shared only among the AWC student body. As an AWC student,

you share an important responsibility in upholding academic freedom policies. To meet this responsibility, you must adhere to the college's academic freedom and non-attribution policies. Do not cite, share or discuss our contributors' offerings in your communications without checking with us first. Similarly, respect the contributions of seminar mates. Explanatory notes below:

Academic freedom allows you, our guest speakers and contributing authors to state opinions openly and to support or challenge ideas without concern that their remarks will subsequently be attributed to them.

Non-attribution facilitates the free expression of opinions and ideas and allows for professional disagreements within the context of an academically stimulating environment. Essentially, non-attribution means not associating specific comments, ideas, opinions or conversations with specific individuals.

Although individuals may debate relevant issues, academic freedom must be tempered by good judgment to refrain from making offensive remarks, unfounded opinions or irresponsible statements, either verbally or in writing. Offensive remarks or irresponsible statements include comments disparaging any person's race, color, national origin, ethnic group, religion or sex. Offensive remarks or irresponsible statements – whether oral or written – will not be tolerated.

Writing Guidelines

Your grade for the DL program relies heavily on writing. The exams should be written with a joint perspective in mind. The rubric (located in the Bb Alpha Course) provides guidelines for the core course exams and should be reviewed before you take each exam. This rubric is used for grading. When preparing your answer, ensure you read and follow the specific exam guidance. Exam questions require multiple issues to be addressed so ensure you provide complete and thorough responses. Answer the question asked and not the one you want to answer. Keep in mind there is no “book” answer for essay exams. The best examples to use as a guide for form and content are the published articles provided in the course material (i.e., from Foreign Affairs Journal, Eurasian Review articles). Taking a position (personal opinion) backed up by sources and examples has proven to be the most effective approach.

This curriculum is a senior-level course as described in CJCSI 1800.01D (Officer Professional Military Education Policy); your writing should clearly reflect a higher level of learning. While writing style is important to accurately convey your thoughts, exams will be evaluated mainly on demonstrated application, analysis and synthesis of the course concepts. *Application* involves applying knowledge to actual situations. *Analysis* requires you to recognize how different objects or ideas are interrelated by breaking them down into simpler parts. *Synthesis* involves arranging the simpler parts of ideas into a new whole that was not obvious before. These higher levels of learning are critical at the senior level. You will apply these skills at the O-6 level.

A target length for each essay exam will be provided. Fully answering the question is the key to success. Failing to do so is the number one reason students fail to achieve a passing grade. Outlining the essay before you write will help ensure you completely address all aspects of the question.

The Alpha Course in Bb provides many useful sources such as the Tongue and Quill and the Air University Style and Author Guide, which will help you prepare for essay exams.

Exam Administration

All exams will be taken via Bb. Instructions for testing are in the “Test Guidance” tab for each course. The PDP and VEST instructions can be found at the Assessments link in the JSL course.

All closed-book exams (Electives and currently Warfighting), will be taken at a Test Control Facility (TCF), which is usually located at your Education Office. Be sure to have your current/correct TCF identified in your record and have selected your TCF as your test monitor. If a TCF is not reasonably available, contact Student Operations to determine an alternative means to take your exam.

Open-book exams (FS and ISS) will be taken at the student’s location of choice. The standard for the 7-day, open-book exam will clearly be higher than that used for a 3-hour, closed-book exam. Reading all of the required course material prior to taking the open-book exams greatly improves the chances of receiving a passing grade. Seven days is not sufficient time to read 900 pages of material and then be able to adequately analyze it with respect to the question. Properly cite all material used to answer the question. Although some outside references may be used, such as a more current article on the subject, the intent is to determine if you understand the “course material” sufficiently to answer the question. Wikipedia is not an appropriate reference for scholarly works (i.e., your exam submission).

If you fail a **core course** exam twice, your record will reflect Course Failed status. You must contact AWC/DEN Student Operations to continue in the AWC. After you have passed the remaining courses, you will be afforded another opportunity to complete the failed course. If you fail **two courses**, you must consult with an instructor. Failing **three courses** will result in a requirement for you to discuss your program with your rater and a request from your rater to the AWC Associate Dean of Distance Learning to continue the program. The Associate Dean will make the final decision on your reinstatement.

Non-language elective exams are 2.5-hour, 40-question, multiple-choice exams. You will be given two opportunities to pass an elective exam. In the rare instance you fail to pass the exam on the 2nd attempt, your record will reflect Course Failed status, and you must contact AWC/DEN Student Operations staff to choose another elective.

Core courses: The FS exam is a 3-5 page, single-spaced, 7-day, take-home open-book essay exam. The ISS exam is a 5-7 page, single-spaced, 7-day, take-home open-book essay involving a current Opposite Editorial (OpEd) piece. The Warfighting exam is an approximate 2 1/2 page, single-spaced, closed-book, short-answer essay on planning and mission analysis. The assessments for JSL are a Personal Development Plan (PDP) (5-8 pages, single spaced) written with the help of your mentor and the AWC Culture Simulation or VEST.

AWC/DEN is continually working to improve the AWC student experience. To that end, AWC/DEN may develop and implement other types of assessments such as simulations or exercises. If other methods of evaluation are created and implemented, specific guidance will be published on Bb.

Student Disenrollment

A student may be disenrolled for failing to fulfill academic requirements within the time allotted, including the “Course Failed” status. Other provisions are described in [AUI 36-2315, 19 Nov 08](#).

Final Grade Calculation

Your final program grade is calculated as a weighted average of the elective and three core course grades. The weighting is based on course duration and readings (0.5 for the elective, 1.0 for FS and WAR and 2.0 for ISS). All graded events are included in the calculation. You must pass all courses and complete all program requirements to receive program credit. Your final grade will be posted to your AUSIS account and reflected in your transcript.

Chapter 4

Additional Information

AWC/DEN

Instructors and Staff

Our Student Operations staff is available to help with administrative issues you cannot resolve on AUSIS or Bb. Faculty advisors and instructors are available to help with academic questions or issues. Be advised, the current ratio of students to faculty is approximately 700 to 1. This student load effectively prohibits a significant interaction between students and faculty on a personal level. Please review the website's Frequently-Asked-Questions page and Student Handbook prior to emailing or calling either Student Operations or your instructor with questions. Also, when you do need to contact us, please use e-mail for most communication and limit phone calls to time-dependent issues.

Contact Information

The Student Handbook should cover most of your questions. If you need further assistance, contact Student Operations at:

E-mail: awc.dl@maxwell.af.mil.

Phone Numbers: Commercial: (334) 953-6093 or 8824 or DSN: 493-6093 or 8824. Most phone requests for service will require an e-mail confirmation from you for tracking and recording purposes, so it is best to contact us first by e-mail.

Fax Numbers: Comm Fax: (334) 953-7225 or DSN Fax: 493-7225. Include a cover sheet with all fax communications, to include your contact information.

Online Services

Blackboard (<https://awc.blackboard.com>) is your primary interface to the AWC DL curriculum. AUSIS (<https://ausis.maxwell.af.mil>) is your interface to AWC/DEN for student administration (i.e., grades). The primary methods used to communicate include information pages and critique forms and e-mails. The AWC section of AUSIS provides:

Welcome Page

Account login access is available from this page. Additionally, pertinent announcements are posted here.

E-mails

Program enrollment notifications and details are sent via e-mail. Additionally, other events such as course enrollments, upcoming due dates and program changes are also sent via e-mail.

Note: "Course deadlines" shown in your record are only "suggested deadlines" to help keep you on track. There is no penalty for missing one, and you do not have to request an "extension" for these. We allow you to manage your own testing within the 36-month window. E-mails on this matter are informational only.

Online Feedback Forms

End-of-Course critiques are used by AWC/DEN to identify potential improvements in procedures, products and programs. Please take the time to share your feedback and ideas.

Completion Status

All course requirements must be completed to at least a satisfactory level within 36 months of enrollment. Your official start date and your scheduled completion date are available through AUSIS should you want to review them.

Personnel Record Updates

AWC will provide PME program completion data to AFPC and ARPC for USAF officers' records as appropriate. It is your responsibility to ensure your "Service Component" is correct in your AWC student record. Your personnel records should reflect that you have completed AWC within 7 business days after your instructor posts your final course grade and all requirements are met. Students must coordinate with ARPC to update their retirement points based on the study hours provided electronically by the AWC. (See the ARPC factsheet at <http://www.arpc.afrc.af.mil/library/factsheets/factsheet.asp?id=8297>). All other student records must be updated by the student.

Diplomas

A diploma will be issued upon successful program completion. The diploma will display your name as it is listed in AUSIS and will be mailed to the address on file. Diplomas will be annotated with "Excellent" or "Outstanding" for those students accomplishing a higher level of achievement. This achievement is based on your final program grade. If you do not receive your diploma within 30 days after AUSIS reflects your status of "Program Complete," e-mail AWC/DEN (awc.dl@maxwell.af.mil).

Academic Excellence Award

This highest academic distinction is awarded each calendar year to the top distance learning graduate with the highest overall grade average. The student is invited to participate in the resident program graduation ceremony.

IT Challenges

In an effort to secure our military networks, changes in network configurations and modifications to hardware and software are made on a continual basis. We have experienced situations where networks are disabled (at the service, MAJCOM or base level) and software does not work as desired. The AWC continuously works these issues on behalf of our world-wide student population, but has no control over changes to the military networks. We rely on you to make us aware of any problems. If you have specific issues at your base, provide a detailed description to include screen shots if applicable to AWC/DEN Student Operations. If available, it may be more advantageous to use a home computer to complete some of your requirements.

A Common Access Card (CAC) card or a userid and password may be used to access AUSIS. If you wish to use your CAC card from a home computer to access AUSIS, you will need a CAC card reader and will have to install the CAC middleware (ActiveClient) on your system. We recommend you contact your local client support administrators to assist with any questions you have about installing this capability on home computers.

AIR UNIVERSITY REGISTRAR (AU/CFR)

The Registrar is responsible for creating and forwarding transcripts in response to student and academic institution requests. The Registrar also serves as the AU liaison to Educational Service Officers worldwide.

Program Transcripts

AU/CFR will furnish a transcript upon receipt of your written request. The request format is at <http://www.au.af.mil/au/registrar.asp>.

References and Acronyms

References

Chairman of the Joint Chiefs of Staff Instruction 1800.01D, Officer Professional Military Education Policy
Air Force Handbook 33-337, The Tongue and Quill
Air Force Instruction 36-2301, Professional Military Education
Air University Instruction 36-2308, Academic Freedom
Air University Instruction 36-2309, Academic Integrity
Air University Instruction 36-2315, Student Disenrollment Procedures

Acronyms

AFRES	Air Force Reserve
ANG	Air National Guard
ARPC	Air Reserve Personnel Center
AUSIS	Air University Student Information System
AWC/DEN	Air War College Distance Learning Department
Bb	Blackboard
CAC	Common Access Card
DL	Distance Learning
FS	Foundations of Strategy
ISS	International Security Studies
JSL	Joint Strategic Leadership
OPMEP	Officer Professional Military Education Policy
SDE	Senior Developmental Education
TCF	Test Control Facility
VEST	Visual Expeditionary Skills Training
WAR	Warfighting